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Management Effectiveness Guide

Staff Development

Alberta
SOCIAL SERVICES

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MANAGEMENT EFFECTIVENESS

Management Effectiveness is centred around the ability of the manager to manifest effective care of him or herself. Radiating from this are - the management of subordinates, commitment to achieving organizational goals, managing relationships between the manager's work group and others in the organization, and finally relations with other people outside of the immediate organization.

These defined areas of responsibility that each manager has require different knowledge and skills.

The defined areas of responsibility are as follows:

(a) Commitment to Self and Ethical Action.
(b) Leadership and Commitment to Staff.
(c) Stewardship and Commitment to Task.
(d) Managing Organizational Interfaces.
(e) Commitment to Customer.

COMMITMENT TO SELF AND ETHICAL ACTION

This is the core of managerial effectiveness. A manager who is well integrated has a high degree of self knowledge commitment to self care and **managerial skills.** He/she acts with integrity and honesty. Ethical considerations underlie all interpersonal relationships.

The effective manager is resourceful in:

1. Managing time
2. Managing stress
3. Managing Career

MANAGING TIME

Efficient and effective time utilization is one of the hallmarks of the good manager. He/she integrates management practices smoothly, through good planning, priority setting and efficient execution. He/she possesses the ability to cut through voluminous detail, getting to the "heart of matters" effectively, and acts decisively.

MANAGING CAREER

The good manager is Career oriented, sets personal goals, strives to achieve and takes advantage of opportunities. He/she operates from an ever widening base of knowledge and skills. Networking, is important to the successful manager.

MANAGING STRESS

Self care is a priority of the successful manager, who establishes a good balance between personal and work lives. He/she has a positive concept of self, strives to maintain good health, and is able to respond to stress producing situations in a positive way.

He/she is skillful in:

1. **Communication:** He/she is skillful in listening, self expression, presenting information and responding to the information of others. This skill includes both oral and written communication.
2. **Goal setting:** The ability to establish clear objectives that are understood and shared by others. Working well with both individuals and groups is required in this skill area.
3. **Decision Making:** Effective managers are decisive, and they involve others whenever appropriate.
4. **Problem-Solving:** Effective managers are good at attacking problem situations creatively. The have the ability to sort through data, involve others affected by the situation and guide the solution seeking process. They are good **negotiators.**
5. **Conflict Management:** Effective management involves being able to **intervene** in difficult situations between and among people. This requires **courage, sensitivity** in cutting through excess feeling to define issues and push for resolution.
6. **Accountability:** Management is the art of achieving results through others. The good manager delegates, but is aware that the overriding responsibility is his or hers. He/she is accountable, and is always ready to demonstrate this accountability through leadership, goal setting, and decision making practices.

This central area **COMMITMENT TO SELF CARE AND ETHICAL ACTION** is the most important set of dimensions to effective managerial behaviour.

LEADERSHIP AND COMMITMENT TO STAFF

The manager has responsibilities not only to direct the work of others but also to develop them in the process. This involves **one-to-one leadership, recruitment and orientation, team development, evaluating employee's productivity,** and **developing and nurturing individuals.**

The following characteristics are important in determining effectiveness in this area.

1. **Leadership Style:** The effective manager adapts his or her manner of influencing each individual according to that person's readiness to accomplish a given task. He is good at "situational leadership".
2. **Recruitment and orientation:** All managers have responsibilities in interviewing and on the job training. This involves specific interviewing skills and techniques, and the ability to communicate clearly the vision of the organization, the relationship of the manager's unit to the organization, the unit's specific goals and the manager's expectations of new staff.
3. **Team Development:** Effective managers acknowledge that people at work are inter-dependent, and they look for ways to improve the ability of the various individuals and groups to work together better. The effective manager is well grounded in **group dynamics.**
4. **Performance Review:** A good manager provides clear, honest, growth producing feedback to his/her staff. An effective manager communicates in a straight forward manner not only on evaluation of staff productivity and also on expectations for specific improvements.
5. **Coaching and Counselling:** The effective manager is skillful in developing individuals both in their ability to carry out job responsibilities and in their career and personal lives as well. The manager is sensitive and helpful in finding ways of meeting staff needs at work. Working well on a one-to-one-basis and managing group dynamics are critical to this area.
6. **Taking Corrective Action:** An employee's productivity is always linked to the achievement of the organization's goals. A good manager is committed to maintaining the strength of this linkage. Lapses in productivity may be overcome through coaching, counselling and training. However, there are occasions when corrective action is required, in the interest of both the organization and the employee. This corrective action may take many forms-warnings, suspension, demotion, transfer and separation. A good manager recognizes this and acts with the fairness and firmness that the situations warrant, within the parameters of established and required labour practices.

STEWARDSHIP AND COMMITMENT TO TASK

1. **Budget forecasting and control**
   Correct estimation of financial requirements and control of expenditures are key manifestations of the efficient and effective manager. He/she secures the best buy for the least outlay, and maximizes unit output in relation to financial inputs.

2. **Planning**

   The good manager is a proactive planner. He plans for the future, and is alert to organizational and environmental changes which are translated into appropriate strategy. These strategies must be integrated with and supported by budget guidelines and sound proposals.

3. **Management of Physical Resources**

   The timely procurement and management of equipment, facilities, materials and supplies in order to enhance productivity are key requirements of the effective manager.

4. **Productivity**

   Achievement of the organization's goals is the driving force behind the successful manager. He/she maximizes output, through efficiencies and economies. The good manager motivates towards greater effort and is constantly alert to better and more cost efficient ways of achieving results.

5. **Manpower Planning**

   The successful manager plans for the future and perceives the optimum utilization of human resources as key to productivity. He/she forecasts his/her manpower requirements and uses developmental strategies in anticipation of his/her needs. He/she projects organization requirements on a long term basis and through developmental processes matches career aspirations with organization needs.

6. **Information Management**

   The successful manager will recognize the value of effective management of information. He/she will contribute to the identification of information needs, and ensure technical competency of staff in data gathering, reporting, storage and access. The manager will develop the ability to analyze information thus enabling him/her to respond appropriately to service and resource indicators to meet the business needs of his unit and ultimately the goals of the organization.

MANAGING ORGANIZATIONAL INTERFACES

This involves working effectively on the interchanges between the manager's unit and others. The effectiveness areas which are important are as follows:

1. **Managing organizational behavior:** Effective managers monitor and attempt to influence the organization's values, goals, structure climate and relationships. This means knowing how to work within the system to both improve it and to attain the goals of the managers' unit.
2. **Managing inter-team relations:** No organizational units can or should function independently. Managers have to interact with each other in order to maintain coordination and integration of the system. This implies skills in managing contacts between and among units.
3. **Planning and Managing change:** Good managers cope well with change rather than being managed by it. They plan effectively. The most effective stance is **proactive** rather than **reactive,** making change happen in order to accomplish organizational objectives.
4. **Project management:** Many organizational activities are temporary in nature and cut across unit boundaries. Project managers are adept at generating inter-unit co-operation, resulting in quality products, within budget and on time.
5. **Conducting effective meetings:** Most managers spend time leading or otherwise participating in meetings. Effective managers can contribute in a way which maximizes the contribution of others. They must be good at planning and conducting productive interchanges not only within the "local" unit but also across organizational boundaries. This is necessary to ensure that the system remains integrated and that individual managers do not insulate themselves unduly.

COMMITMENT TO CUSTOMER

This refers to the areas of responsibility that the manager has vis-a-vis the identified customer, whether external or internal to the organization.

There are important skill areas that are manifested by the effective manager.

1. **Marketing and Managing public relations:** Good managers are public relations oriented. They make sure that all contacts with the world outside the organization are handled in ways that are beneficial to the organization. They use external contacts to project a positive image of the organization. In short they utilize every opportunity to "market" the organization productively.
2. **Managing client relations:** This area of responsibiltiy is important to all managers. The effective manager works at meeting the needs of the client while maintaining the integration of his or her own system.

Effectiveness in management, thus extends beyond the boundary of the department. Human systems have always been flexible. People spend more time outside the work place than within it, and they are constantly interacting with various individuals and groups. Most organizations become "glasshouses" in the sense that there is often outside scrutiny - from customers and clients, government regulatory agencies, public pressure groups, professional associations etc.

In order to be effective, the manager must take all of this into account in making decisions and solving problems within his or her unit.

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